

Executive Registry

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13 April 1978

DD/A - Registry

File Personnel

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : Deputy Director of Central Intelligence

SUBJECT : Establishment of Career Service Panels for the
Career Management of Secretarial and Clerical
Personnel

1. A review has been completed of the career management of secretarial and clerical personnel. On the basis of this review, the Director and I have concluded that there is a clear and definite need for more formalized, uniform and expanded career management programs. These programs will assist talented personnel in expanding their potential fully, increasing career opportunities, enriching the job environment, and allowing the Agency and the individual employees to more fully realize the maximum use of the qualifications and experience represented by these groups of employees.

2. Effective immediately, each Head of Career Service will initiate planning and undertake actions leading to the establishment by 15 May 1978 of a Career Service-level Senior Secretarial Panel for the career management, development, competitive evaluation, ranking, promotion and assignment of secretarial personnel in Grades GS-08 and above within the Career Service. In addition, a panel (or panels as may be dictated by the size and composition of the secretarial and clerical employee occupational groups) will be established by each Career Service and their Sub-groups to administer the career management functions for other secretarial (i.e., GS-07 and below) and all other clerical employees.

3. The Office of Personnel will develop and provide you with further instructions and guidance to assist in your development of these panel structures. Included in this guidance will be our policy

decision restricting the assignment of individuals to GS-08 and above secretarial positions to employees with personal grades either at the grade level or no more than one grade level below that of the position to be filled and the requirement that all qualified personnel are considered for each position with panel nominations of the three "best" qualified candidates for the supervisor's selection.

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Frank C. Carlucchi

cc: DCI
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1. PERSONNEL ADMINISTRATION

7 a. **POLICY.** It is Agency policy to have a personnel management system that is responsive to
the changing needs of the Agency and the intelligence profession. The personnel system is
designed and administered in a way that provides flexibility in meeting component needs
while ensuring full consideration of the Agency's mission and objectives. Within the
personnel management system, the following principles are applied:

- (1) Adherence to Federal personnel policies and statutory requirements applicable to Agency activities.
- (2) Equitable treatment of Agency personnel.
- (3) Open and full communications in the conduct of the Agency's personnel business.
- (4) Effective and economical use of human resources through systematic personnel planning, goal setting, and integration of personnel, position, and financial management.
- (5) Maximum personnel usage and development consistent with Agency requirements.
- (6) Advancement of employees commensurate with their talents, skills, abilities, and contributions.
- (7) Separation of those who are either inadequate in performance or, as circumstances require, are excess to the needs of the Agency.

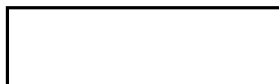
b. **PERSONNEL RESPONSIBILITIES.** Personnel management is an integral part of overall management and a primary responsibility of all individuals who plan, direct, or supervise the work of Agency employees. The Director of Central Intelligence (DCI) has the ultimate responsibility for personnel management within the Agency. Much of the authority given to the DCI regarding personnel matters has been delegated to the extent compatible with the provisions of law and in accordance with Agency regulations as follows:

- (1) The Deputy Director of Central Intelligence (DDCI), assisted by the CIA Executive Committee, reviews the operation of the personnel system in the directorates and independent offices and considers proposals concerning new objectives, programs, and recommendations for action by the DCI.
- (2) The Director of Personnel is responsible for the formulation of Agency personnel management goals, policies, and programs. This official provides leadership for improving the effectiveness and flexibility of personnel management and assuring its consistency among the various Career Services of the Agency while at the same time giving due regard to their differing needs. The Director of Personnel is Chairperson of the Personnel Management Advisory Board which functions in an advisory capacity in the development of personnel management policy. Board proposals are submitted by the Director of Personnel to the DDCI and the Executive Committee.
- (3) The DCI's designated representative and each of the Deputy Directors are Heads of their respective Career Services and are responsible for the application and functioning of the Agency's personnel program as it applies to employees under their career jurisdiction. They exercise the following specific Career Service responsibilities:
 - (a) Develop and disseminate uniform promotion criteria.
 - (b) Establish an appropriate Career Service board and panel structure and procedure to conduct, at least annually, the comparative evaluation of all personnel.

→Revised: 25 August 1981 (1437)

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- (c) Provide the evaluation panels with uniform ranking criteria that will identify employees with the highest and lowest degrees of potential and those in between. Normally, those having the lowest rankings will have this fact made known to them.
- (d) Review the effectiveness of the evaluation system.
- (e) Establish Career Service personnel objectives in connection with personnel management evaluation systems.
- r (f) Establish at the directorate level a program and criteria for the career management of Senior Intelligence Service (SIS) personnel. The program will include a system to review annually SIS personnel in personal rank assignments and to effect corrective action when needed.
- L (g) Establish a secretarial panel at the Career Service level for the administration of secretarial personnel in grades GS-08 and above.
- (h) Create a Career Service-wide counseling program which provides:
 - (1) Counseling for employees whenever it is recommended in the course of an evaluation process.
 - (2) A visible counseling service where employees may go on their own initiative for career guidance and job assistance.
- (i) Organize Career Sub-Groups below the directorate level as they are deemed appropriate to implement the personnel policies and programs of the Career Service. These Career Sub-Groups may be organized on either a grade, function, or program basis.
- (j) Establish Career Service standards for selecting candidates to attend senior schools or courses.
- (k) Establish Career Service policy and standards for approving external full-time and part-time training.
- (l) Not used.
- (m) Establish minimum training standards for managerial positions and occupational disciplines when training is considered significant for job performance and employee development.
- (n) Establish policy to facilitate inter-Career Service transfers and rotational tours.
- (o) Establish policy guidance and procedures for recommending Honor and Merit Awards.
- (p) Develop procedures for handling surplus employees to include appropriate counseling, retraining, or reassignment, and notification of their surplus status.
- (q) Establish a uniform grievance procedure for the Career Service.
- (4) The Head of each Career Service shall establish a Senior Personnel Resources Board to advise on personnel matters.
- (5) Supervisory officials are primarily responsible for the day-to-day functioning of the Agency's personnel program and provide the essential communications link with the individual employee.
- c. **PERSONNEL OBJECTIVES.** The recognition of common objectives gives meaning and direction to the Agency's personnel program, provides a basis of judgment for setting policies and areas of emphasis, and serves as a coordinating force to the Agency's personnel activities. The following are basic objectives:
 - (1) To recruit within the full meaning of equal employment opportunity policies fully qualified individuals who have demonstrated ability or potential for development to serve present and future personnel requirements.